

CREATING A FOCUSED AGENCY – VDOT ACCOMPLISHMENTS DURING THE MCDONNELL ADMINISTRATION

Over the course of the past three years, the Virginia Department of Transportation has been guided by the goals of the Governor's Multimodal Strategic Plan and has become a much more focused agency. The goals in the Governor's Plan are geared toward (1) streamlining government operations, (2) creating new efficiencies, (3) reducing costs, and (4) improving the condition of the transportation network of roads and bridges.

MULTI-MODAL TRANSPORTATION GOALS

The Governor's Multimodal Strategic Plan goals are:

1. *Establish a seamless multimodal system that moves people and freight.*
2. *Ensure the transportation system promotes and supports economic opportunity.*
3. *Develop a unified and collaborative transportation planning and implementation process.*
4. *Establish sustainable and stable financial support.*
5. *Be an innovative pacesetter in technology, environmental protection and system management.*
6. *Maintain a strong customer focus to address travel and business needs.*
7. *Improve safety across all modes of transportation by reducing transportation related injuries, fatalities, and crashes*
8. *Develop and maintain a competent and stable workforce which maximizes human capital.*

The specific objectives and actions of the agency's Business Plan, which is aligned with the Governor's Multimodal Strategic Plan, have resulted in the following outcomes and accomplishments during Governor McDonald's administration:

Changes to Improve Future Operations

- Restructuring agency personnel: ***new leadership, not new positions!***
 - Governor McDonnell established The Office of Transportation Public-Private Partnerships (OTPP) and appointed a director to centralize knowledge and foster a new programmatic approach to public-private partnership initiatives.
 - Achieved a net reduction of four executive level positions:
 - Chief of Organizational Development, Chief of Equal Business and Employee Opportunity and Chief of Communications were consolidated into the Chief of Administration
 - Eliminated the Chief of Research and Technology
 - Eliminated the Chief of System Operations by combining the Maintenance and Operations functions under a newly installed Chief Engineer
 - Eliminated the VDOT Inspector General position under the State Office of Inspector General consolidation
 - Completed the VDOT Blue Print to right size agency operations and staff and begin the phase of continuous improvements.
 - Created the Construction Inspection Trainee Program (25 trainees) to meet succession planning objectives in project delivery
 - Reinstated a Core Development Program to meet succession planning objectives in the engineering and business programs.

Implemented Efficiencies and Cost Reductions

- Completed four audits/reviews to identify new cost savings and efficiencies

- ***Comprehensive VDOT Performance Audit:***
 - **Identified over \$1.4 billion that has since been invested in projects**
 - Made over 50 recommendations to improve agency operations by revising financial policies, improving project monitoring, creating new accountability in maintenance allocations, and streamlining project delivery, among other things.
- ***PPTA Program Audit:***
 - Identified the need for centralized knowledge and a programmatic approach to enhance the development of public-private partnership projects which resulted in the new Office of Transportation Public-Private Partnerships (OTP3) and new Implementation Manual and Guidelines to streamline the PPTA process.
- ***Planning and Programming Audit:***
 - Identified a need to improve the relationship between VDOT and the regional MPOs by streamlining and strengthening VDOT's planning and programming activities to give MPOs a more active role.
 - Conducted planning meetings in FY 11 and 12 with Metropolitan Planning Organizations (MPO) to discuss transportation priorities and Six Year Program guidelines.
 - Expanded six-year programming public meetings to provide citizens and elected officials more opportunities to provide input in the development of the six-year program.
 - Since 2010, obtained \$143.7 million in additional federal funds that was originally allocated to other states, since they did not have projects ready to use the funding.
- ***Research Program Audit:***
 - Identified the need to transform and refocus transportation research to all modes of transportation with an increased emphasis on implementation of innovative technologies and research recommendations.
 - Reorganized the Virginia Transportation Research Council into The Virginia Center for Transportation Innovation and Research (VCTIR), with a director that reports to the Commissioner.
 - Examples of innovation include:
 - Utilizing three specialized processes to recycle existing pavement materials on site and reuse them in rebuilding the pavement, on a pilot project on I-81, reducing construction time by two-thirds and saving millions of dollars. This is the first such project in the U.S., and this process has the potential to revolutionize how VDOT rehabilitates aging roads.
 - Testing the viability of quiet pavement technologies in five test sites in Virginia. These tests will determine if quiet pavement technology can be used in Virginia to minimize highway noise without adversely impacting safety or pavement durability. Submitted an interim report in June 2012 with a final report due in June 2013.

Improved Infrastructure Network of Roads and Bridges

- Leveraged innovative financing opportunities and the \$4 billion in funding provided by the Governor's 2011 Transportation Package, which has resulted in \$14 billion worth of projects being built across the state or in procurement, including:
 - **Northern Virginia**
 - 495 Express Lanes - \$1.4 billion - Fourteen miles of new HOV lanes from the Springfield Interchange to north of the Dulles Toll Road opened in November 2012. For the first time

carpoolers can take the express lanes for free while drivers with one or two people can take the faster way by paying a toll.

- 95 Express Lanes - \$925 million - Twenty-nine miles of Express Lanes from Garrisonville Road to the Springfield Interchange will tie directly to the new 495 Express Lanes, providing for faster and seamless travel in Northern Virginia. Construction is underway and is scheduled for completion by early 2015.
- Dulles Metrorail - \$5.7 billion - The rail line is being extended for 23 miles from Arlington County to the Washington Dulles International Airport and beyond into Loudoun County. The first phase of project is scheduled for completion in July 2013. This will be an 11.7 mile section extending services from East Falls Church through four stations in Tysons Corner and one at Wiehle Avenue.

- **Hampton Roads**

- Downtown Tunnel/Midtown Tunnel/Martin Luther King Extension - \$2.1 billion - Construction has started on the project involving a new Midtown Tunnel, the rehabilitation of the existing Midtown Tunnel as well as the Downtown Tunnels, and the Martin Luther King Freeway extension.

- **Hampton Roads and Central Virginia**

- U.S. Route 460 Corridor Improvements Project - \$1.7 billion - 55 miles of new tolled roadway, located south of the existing Route 460. Route 460 will generate jobs and economic development, accommodate greater freight traffic from the Port of Virginia, expand westbound hurricane evacuation routes and enhance connections among the region's military installations. Construction could begin as early as next year.

- **Western Virginia**

- Route 58 Widening - \$120 million - Construction started to widen 8.2 miles of Route 58 between Meadows of Dan and Laurel Fork. The road is expected to open to traffic by fall 2015.
- Coalfields Expressway - \$3.8 million - Project involves preliminary engineering of the Pound Connector and Doe Branch sections of Coalfields Expressway. The Coalfields Expressway is a proposed four-lane highway stretching approximately 49 miles from Pound in Wise County through Dickinson and Buchanan counties to the West Virginia state line.

- **Statewide - \$2 billion construction work underway, including:**

- Route 29 Bypass in the Charlottesville - \$136 million - will be a new 6.2-mile roadway from Route 29 just north of the South Fork Rivanna River to the Route 29/250 Bypass in Albemarle County. A design-build contract was awarded in June 2012.
- I-81 truck climbing lanes - \$75 million - Under construction in Montgomery County. This project will greatly improve safety.
- I-95 bridges - \$106 Million- 11 bridges along the I-95/I-64 overlap in Richmond are being restored to expand the life span of the bridges for at least 50 years.

- **Virginia Transportation Infrastructure Bank**

- Launched the Virginia Transportation Infrastructure Bank, which will issue \$231.9 million in low interest loans and an \$80 million line of credit, totaling \$312 million, to help build Dominion

Boulevard in Chesapeake, Gloucester Parkway and Pacific Boulevard Extension in Loudoun County and the Route 460 Corridor Improvements Project. The bank provides a resource that public- and private-sector entities can use to finance projects and accelerate construction.

- **Met Project Delivery Targets:**

Measure	Target	FY12 Result
Construction On-Time	75%	86%
Construction On-Budget	82%	91%
Maintenance On-Time	77%	80%
Maintenance On-Budget	90%	93%
All Projects On-Time AND On-Budget	77%	78%
Construction Quality Improvement Program (CQIP)	91.0%	91.4%

- **Greatly improved percent of assets in fair or better condition:**

Measure	Target	FY10 Result	FY12 Result
Pavement Condition	82%	74%	81.49%
Bridge Condition	92.0%	91.5%	92.1%

- Since 2010, VDOT has paved almost 17% of the lane miles it maintains. VDOT has paved approximately 21,000 lane miles (on a network of approximately 125,000 lane miles) at a cost of \$1.04 billion.
- Re-opened 19 rest areas to enhance safety, tourism, and economic development.
- Signed a New Strategic Highway Safety Plan in November 2012.
 - Deaths on Virginia highways have declined by 25.8% since 2007, when Virginia recorded highest number of deaths in the past decade
- Increased speed limits to 70 mph on interstate highways where it was safe to do so.
- Highway Commissioner's contract authority increased from \$2 million to \$5 million to expedite program delivery.

Leveraged Innovation and Creativity

- Leveraging existing assets to generate new revenues and offset costs:
 - Implemented the Sponsorship, Advertising, Vending Enhancement (SAVE) program and the "Safe Phone Zone" program (which is sponsored by Geico). These cost-saving programs are designed to generate a minimum of \$2 million in additional revenues to help defray the cost of operating the Commonwealth's 43 Safety Rest Areas and Welcome Centers.

Implemented Technology Enhancements

- Implementing new technologies to reduce costs and congestion:

- Launched a new 511 website and improved the 511 phone system which has resulted in a 60% increase in usage. This generation of 511 traffic information system allows motorists to download a free mobile app that gives them real-time traffic information.
- Deployed new electronic traffic display signs along certain interstate highways in Northern Virginia and Hampton Roads. These electronic message signs provide motorists with real-time traffic times that they can use to decide if an alternate route is necessary.
- Collaborated with the State Comptroller to develop and implement an enterprise resources planning and financial system to replace the current state accounting system (CARS).
- In process of implementing a new active traffic management system on I-66.
- Implemented Automatic Vehicle Locator (AVL)/Hired Equipment Time Tracking System (HETTS) that allows citizens to monitor snow plowing progress in Northern Virginia neighborhoods. Expanded the same utility to three other districts.